

## BALANCE SHEET

AS AT DECEMBER 31 1952

## OWNERS' EQUITY

## Authorized Capital

1,000,000 Ordinary Shares

\$1/- each

250,000 6% Redeemable

Preferred shares \$1/- each

1951  
\$1,000,000

250,000

\$1,250,000

\$1,000,000

250,000

\$1,250,000

## Issued and Fully Paid

750,000 Ordinary Shares

\$1/- each

200,000 6% Redeemable Preferred Shares

\$ 750,000

200,000

\$ 750,000

200,000

950,000

22,104

\$ 950,000

65,444

\$ 972,104

\$1,015,444

## LONG-TERM LIABILITIES

5% Debenture (secured)

\$212,218

Loan from RIBA

90,000

\$ 325,372

120,000

\$ 302,218

\$ 325,372

## CURRENT LIABILITIES

Creditors &amp; Accrued Expenses \$131,297

Reserve for Dividends:

6% Redeemable Pref. Shares.

7,200

5% on Ordinary Shares

22,500

\$ 165,033

36,000

160,997

\$ 199,033

\$1,478,689

\$1,669,411

## ASTERN TRANSPORT SERVICE LIMITED

## BALANCE SHEET

AS AT DECEMBER 31 1962

|                    | 1962               |
|--------------------|--------------------|
| \$1,000,000        | 251,980            |
| 250,000            | 55,331             |
| <u>\$1,250,000</u> | <u>939,514</u>     |
| -----              | 37,354             |
| \$ 750,000         | 12,934             |
| 200,000            |                    |
| <u>\$ 950,000</u>  | <u>2,402</u>       |
| 65,444             |                    |
| <u>\$1,015,444</u> | <u>\$1,241,825</u> |
|                    |                    |
| \$ 302,218         | 118,735            |
|                    | 10,477             |
| <u>\$ 129,192</u>  | <u>53,569</u>      |
|                    | 28,461             |
|                    | 15,000             |
| <u>160,997</u>     | <u>60,000</u>      |
| <u>\$1,478,659</u> | <u>42,000</u>      |
| -----              |                    |
|                    | 318,826            |
|                    | <u>\$1,562,411</u> |
|                    | -----              |

## TRANSPORT SERVICE LIMITED

## BALANCE SHEET

DECEMBER 31 1962

|                    | 1962               |
|--------------------|--------------------|
| \$1,000,000        | 251,980            |
| 250,000            | 55,331             |
| <u>\$1,250,000</u> | <u>939,514</u>     |
| -----              | 37,354             |
| \$ 750,000         | 12,934             |
| 200,000            |                    |
| <u>\$ 950,000</u>  | <u>2,402</u>       |
| 65,444             |                    |
| <u>\$1,015,444</u> | <u>\$1,241,825</u> |
|                    |                    |
| \$ 302,218         | 118,735            |
|                    | 10,477             |
| <u>\$ 129,192</u>  | <u>53,569</u>      |
|                    | 28,461             |
|                    | 15,000             |
| <u>160,997</u>     | <u>60,000</u>      |
| <u>\$1,478,659</u> | <u>42,000</u>      |
| -----              |                    |
|                    | 318,826            |
|                    | <u>\$1,562,411</u> |
|                    | -----              |

## FIXED ASSETS

Land and Buildings  
Less accumulated depreciation  
Land (on lease)

## Vehicles

Less accumulated depreciation

Equipment & Tools  
Less accumulated depreciation

## Furniture

Less accumulated depreciation

## Spare Parts

Less accumulated depreciation

## CURRENT ASSETS

Vehicle Expenses

Diesel and Lubricants

Prepaid Expenses

Sundry Debtors

Deposits

Cash in hand &amp;

At Bank

In hand



13

# FIXED ASSETS

Land and Building

Less accumulated depreciation

Land (on lease)

Vehicles

Less accumulated depreciation

Equipment & Tools

Less accumulated depreciation

Furniture

Less accumulated depreciation

Spare Parts

Less accumulated depreciation

## CURRENT ASSETS

Vehicle Accessories (Less depreciation)

Diesel and Lubricant

Prepaid Expenses

Sundry Debtors

Deposits

Cash in hand & at bank

At Bank: Fixed Deposits

Current A/c

In hand

227,535

13,080

612,934

46,441

12,820

2,045

1,119,845

358,816

1,478,659

BOARD OF DIRECTORS

GENERAL MANAGER

**TRAFFIC & WORKSHOP  
MANAGER**

**TRAFFIC SUPERINTENDENT**

**WORKSHOP SUPERINTENDENT**

**Chief  
Inspector** A

**Traffic  
Inspector** A

**Inspectors  
(26)** B

**Time Clerk** F

**Regulators  
(6)** C

**Station  
Master** G

**Driver/  
Conductor  
(18)** D

**Subst. Sta.  
Master** H

**Driver  
(124)**

**Conductor  
(118)**

**Labourers**

**Administrative  
Chief Record  
Clerk** A

**Tyre Clerk** B

**Material  
Clerk** C

**2 Standby  
Clerks** D

**Typist/  
Operator** E

**Fuel Clerk** F

**Office Boy**

**2 Foremen  
Maintenance  
(Morn. & E.  
Shifts)**

**Maintenance  
pair and  
chief Mop  
10 + 10**

**Rug Clean  
(3-3)**

**Pumpers**

**Foreman  
(Dock Sw)**

**Labourers**



BOARD OF DIRECTORS  
GENERAL MANAGER

MANAGER  
GENERAL MANAGER

WORKSHOP SUPERINTENDENT

WORKSHOP SUPERINTENDENT

Administrative  
Chief Record  
Clerk A

Tyre Clerk B

Material  
Clerk C

2 Standby  
Clerks D

Typist/  
Operator E

Fuel Clerk F

Office Boy

2 Foremen-Maintenance section  
(Morn. & Even. Shifts)

Maintenance, Repair and Servicing Men  
10 + 10

Bus Cleaners  
(3+3)

Pumpers (2)

Foreman  
(Deck Section)

Labourers

2 Foremen-Maintenance section  
(Morn. & Even. Shifts)

Electricians  
2 Foremen  
6 Men

Tyres Section  
Foreman  
4 Men

Painting Shop  
Foreman  
5 Men

Fuel Injection Pump Room (2)

Electricians (2)  
Welders (2)

MANAGERS

ASST. GENERAL MGR  
CH. J. HENDRICK

GENERAL SUPERVISOR

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Electricians  
2 Foremen &  
6 Men

Tyres Section  
Foreman &  
4 Men

Painting Shop  
Foreman &  
5 Men

Fuel Inject-  
ion Pump  
Room (2)

Blacksmiths (2)  
Welders (2)

Blacksmiths  
Foreman &  
4 Men

Blacksmiths  
Foreman &  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Store Ledger  
Clerk

Asst. Ledger  
Clerk

Asst. S. Keeper

Shipping  
Clerk

Financial  
Clerk

Chief Clerk

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Gen. Main-  
tenance  
Section  
4 Men

Chief  
Cashier

Asst.  
Cashier

In-charge  
of wages

3 Asst. In-  
charge of  
wages

Assistant

The following is a brief description of the various duties of the MTS personnel. The letters refer to the Organization Plan (Appendix 'A').

# **I TRAFFIC DEPARTMENT**

## **A - Chief Inspector**

1. Prepare roster duties
2. Allocate duties of (Route) Inspectors
3. Surprise Checks
4. Traffic Investigation

## **B - Inspectors (26)**

1. Ticket inspection
2. Report on traffic movement (day-to-day)
3. Advise Traffic Department regarding passengers
4. Investigations

## **C - Regulators (6)**

1. Regulate at outstation depots
 

|                |              |
|----------------|--------------|
| a) Kuala Krai  | d) Tumpat    |
| b) Machang     | e) Pasir Mas |
| c) Pasir Puteh | f) Bachok    |
2. Waybill and tickets
  1. Collection
  4. Season Tickets (issue of)
  5. Minor Repairs

## **D - Drivers and Conductors**

1. Daily respective responsibilities to passengers and employers

## **E - Traffic Clerk**

1. Recording of the movement of buses on the various routes
2. Generally in assistance of the Chief Inspector

## **F - Time Clerk**

1. Recording of time of duty of traffic personnel

## **G - Station Master**

1. Scheduling
2. Roster duty (Drivers, Conductors, Bus cleaners)
3. Periodical Summary
4. Sleeping out and charter allowances.



## **I - Asst. Station Master**

1. Public Inquiry
2. Allocation of buses
3. Allocation of crew
4. Daily traffic report
5. Cleanliness of buses and compound
6. Reporting time of departure and arrival of buses.

## **II WORKSHOP DEPARTMENT**

### **A - Administrative Chief Record Clerk**

1. Preparing servicing programme
2. Licensing and de-licensing of vehicles
3. Checking daily oil issue sheet
4. Control advertisement on buses
5. Recording defect on buses from Job Cards
6. Motor Insurance
7. Periodical Report and Workshop Expenditure
8. Preparing the "Odd Day" programme of workshop workers
9. Recording the breakdown graph
10. Engine record
11. Preparing accident forms
12. Correspondence

### **B - Tyre Clerk**

1. Record tyres used on buses
2. Submitting the returns of tyres and tubes to the workshop manager.

### **C - Materials Clerk**

1. Recording the tyres of material used on vehicles
2. Recording the labour cost according to job cards.

### **D - Standby Clerks**

1. Receiving and recording of defects
2. Recording buses to Depots
3. Recording outstation buses
4. Workshop time cards
5. Recording of Van and Land Rover mileage
6. Recording breakdowns of vehicles
7. Recording buses on and off servicing (Daily Returns)



**E - Typist/Operator**

1. Typing of all workshop matter
2. Attending to telephone
3. Recording annual leave and sick leave of workshop staff

**F - Fuel Clerk**

Recording of fuel consumption - periodical returns.

**G - Maintenance Section - (Morning & Evening)**

1. Maintenance of vehicles
2. Repairing
3. Servicing
4. Bus cleaning - 3 on day shift - 9 on night shift.
5. Inflating of tyres - 2 pumpers
6. Labourers
7. Breakdowns

**H - Book Section**

1. Overhaul
2. Meeting R.I.M.V. requirements
3. Customers
4. Repair

**I - Storekeeper**

1. Ordering spare parts
2. Goods Receiving  
Sub-store
3. Issue of goods on general order.

**III ASSISTANT GENERAL MANAGER-CUM-SECRETARY'S DEPARTMENT  
(Mainly Office Function)**

**A - Head Book-keeper cum Personnel Officer**

1. Supervision of all accounts
2. Preparation of extension of statistics

**B - Store Ledger Clerk**

1. Pricing Store Requisition
2. From Store Requisition:
  - a) Post to Stock Ledger
  - b) Analyse

1. From goods received notes and bills:
  - a) detail check on price
  - b) pricing the orders
  - c) post to stock ledger
  - d) analyze all purchases (direct & indirect)
4. Prepare periodical store expenses returns.

#### **C - Assistant Ledger Clerk**

1. Analyze daily store requisition (bus by bus expense)
2. Analyze daily store issue
3. Posting to Stock Ledger

#### **D - Assistant Book-keeper**

1. Posting to Main Ledger from:
  - a) Purchase book
  - b) Cash book (Receipt & Payment)
2. Journalizing
3. Computing Road Tax and Insurance
4. Analyze all ledgers and books
5. Reconciling all debtors and creditors
6. Posting debtors into sale day book
7. Prepare the periodical statement
8. Reconciling all the accounts
9. Prepare operating and administrative accounts and balance sheet for audit.
10. Responsible for all accounts

#### **E - Billing Clerk**

1. Prepare bills
2. Posting the bill into individual accounts
3. Posting payment to individual accounts
4. Prepare Statement and reminders to all customers

#### **F - Financial Clerk**

1. Posting all purchase bill to Purchase Pay Book
2. Prepare Voucher, cheque and Post to Cash Payment Book.
3. Reconcile Bank Statement

#### **G - Chief Clerk**

1. Prepare Daily Statistics
2. Records of Uniform
3. Records of Leave
4. Prepare periodical statement
5. General

**H - Waybill Final Checker**

1. Analyze the waybill according to the Routes
2. Analysis of defects and breakdowns of vehicles

**I - Stationary Clerk**

1. Receive and issue stationery
2. Order stationery
3. Record the above in Stock Ledger
4. Sell season tickets
5. Prepare return for periodical statement

**J - Relief Clerk**

1. Relief waybill section and statistics.

**K - Cashier**

1. Bank daily collection
2. Posting all collection
3. In-charge of petty cash
4. In-charge of bus-stand cashiers

**L - In-charge of Wages**

1. Prepare and compute:
  - a) Wages
  - b) Overtime
  - c) Allowances

**M - Assistant In-charge of Wages**

1. E.P.F. Return
2. Record Employees' Advances
3. Prepare Selling Season tickets

**N - Waybill Section**

1. Prepare waybills for all conductors
2. Issue tickets.



NORTH EAST  
ANNUAL OPERATI

|                                       | 1953      |        |           | 1959      |        |           |            |        |        |
|---------------------------------------|-----------|--------|-----------|-----------|--------|-----------|------------|--------|--------|
| Passengers                            | 4,809,755 |        |           | 6,480,402 |        |           | 11,111,111 |        |        |
| Bus Miles                             | 2,866,782 |        |           | 3,163,446 |        |           | 3,163,446  |        |        |
|                                       | Per Cent  | G.P.M. | Amount    | Per Cent  | G.P.M. | Amount    | Per Cent   | G.P.M. | Amount |
| Gross Revenue                         |           |        | 1,252,966 |           |        | 1,744,722 |            |        |        |
| Sundry Income                         |           |        | 5,563     |           |        | 20,873    |            |        |        |
| Total Revenue                         | 100%      | 46.57  | 1,258,529 | 100%      | 56.81  | 1,765,595 | 100%       | 57     |        |
| <b>Operating Expenses</b>             |           |        |           |           |        |           |            |        |        |
| <b>(A) Running Cost:</b>              |           |        |           |           |        |           |            |        |        |
| Petrol 18,6560                        | 9.56      | 4.45   | 123,196   | 7.94      | 4.46   | 140,215   | 8.31       | 4      |        |
| Diesoline 104,520                     |           | 0.68   |           |           |        |           |            | 0      |        |
| Lubricants                            | 1.46      |        | 18,532    | 0.91      | 0.50   | 16,087    | 1.24       |        |        |
| Tyres & Tubes                         | 5.65      | 2.63   | 72,856    | 4.20      | 2.34   | 74,179    | 4.81       | 2      |        |
| Materials                             | 7.55      | 3.52   | 97,255    | 5.68      | 3.16   | 100,210   | 6.62       | 3      |        |
| Batteries                             | 0.13      | 0.07   | 1,851     | 0.61      | 0.34   | 10,790    | 0.34       | 0      |        |
| Total (A)                             | 24.37%    | 11.35  | 314,020   | 19.34     | 10.80  | 341,020   | 21.21      | 12     |        |
| <b>(B) Service Overheads</b>          |           |        |           |           |        |           |            |        |        |
| Medical                               | 0.07%     | 0.03   | 960       | 0.05      | 0.02   | 854       | 0.27       | 0      |        |
| Bus Stand Expense                     | 0.17%     | 0.08   | 2,225     | 0.39      | 0.21   | 6,846     | 0.45       | 0      |        |
| Transport and Travelling              | 0.71%     | 0.33   | 9,098     | 0.55      | 0.31   | 9,710     | 0.48       | 0      |        |
| Misc. Traffic Expenses                | 0.14      | 0.06   | 1,791     | 0.23      | 0.12   | 3,863     | 0.19       | 0      |        |
| Wages - Drivers & Conductors          | 12.74     | 5.93   | 164,197   | 10.18     | 5.52   | 179,644   | 11.87      | 6      |        |
| Overtime                              | 4.06      | 1.89   | 52,273    | 3.95      | 2.20   | 69,735    | 4.61       | 2      |        |
| Route Insp.'s sal.                    | 2.79      | 1.31   | 36,014    | 2.14      | 1.20   | 37,905    | 2.22       | 1      |        |
| Route Insp.'s over-time               | 0.02      | 0.01   | 2,846     | 0.28      | 0.16   | 5,061     | 0.43       | 0      |        |
| Bus Stand Staff sal.                  | 0.79      | 0.37   | 10,190    | 0.62      | 0.51   | 10,718    | 0.53       | 0      |        |
| " " " overtime                        | 0.06      | 0.02   | 6.9       | 0.19      | 0.11   | 3,410     | 0.08       | 0      |        |
| Bus-Cleaning Exps.                    | 0.49      | 0.23   | 6,323     | 1.04      | 0.58   | 18,348    | 1.29       | 0      |        |
| Workshop Staff Wages                  | 5.96      | 2.78   | 76,869    | 3.77      | 2.11   | 66,685    | 5.20       | 2      |        |
| " " " overtime                        | 0.48      | 0.22   | 6,286     | 0.46      | 0.26   | 8,236     | 0.82       | 0      |        |
| Workshop & Store expenses             | 0.54      | 0.25   | 7,632     | 0.76      | 0.43   | 13,456    | 0.95       | 0      |        |
| Workshop supervision                  |           |        |           |           |        |           |            |        |        |
| Total (B)                             | 29.23%    | 13.61  | 376,723   | 24.62     | 13.64  | 434,673   | 29.39      | 16     |        |
| <b>(C) Standing Charges</b>           |           |        |           |           |        |           |            |        |        |
| Road Tax & Licence                    | 19.72     | 9.18   | 254,091   | 12.74     | 7.11   | 224,879   | 12.43      | 7      |        |
| Insurance                             | 0.76      | 0.35   | 9,805     | 0.58      | 0.33   | 10,293    | 0.55       | 0      |        |
| Depreciation:-                        |           |        |           |           |        |           |            |        |        |
| Bus & Tools                           | 9.40      | 4.37   | 121,132   | 7.97      | 4.45   | 140,858   | 8.17       | 4      |        |
| Total (C)                             | 29.88     | 13.90  | 385,028   | 21.29     | 11.89  | 375,030   | 21.15      | 12     |        |
| <b>(D) Company Overheads:</b>         |           |        |           |           |        |           |            |        |        |
| Admin. & Estab. charges               | 11.54     | 5.38   | 148,652   | 10.58     | 5.90   | 186,803   | 11.97      | 6      |        |
| (E) Interest to R.I.D.A.S.            | 3.35      | 2.58   | 71,444    | 3.90      | 2.17   | 68,874    | 1.62       | 0      |        |
| Total Expenditure (A + B + C + D + E) | 100.57    | 46.83  | 1,295,867 | 79.73     | 44.50  | 1,407,859 | 85.34      | 43     |        |
| Total Profit Or Loss                  | (0.57)    | (0.26) | 7,338     | 20.27     | 11.31  | 357,736   | 14.66      | 8      |        |

**EASTERN TRANSPORT SERVICE**  
**TRAINING STATEMENT 1958 - 1963**

| 1959      |           | 1960      |        |
|-----------|-----------|-----------|--------|
| 6,480,402 |           | 8,349,798 |        |
| 3,163,446 |           | 3,532,689 |        |
| C.P.M.    | Amount    | Per Cent  | C.P.M. |
|           | 1,744,722 |           | 2,185  |
|           | 20,873    |           | 19     |
| 55.81     | 1,765,595 | 100%      | 57.51  |
|           |           |           | 2,304  |
| 4.46      | 140,213   | 8.31      | 4.73   |
|           |           |           | 183    |
| 0.50      | 16,087    | 1.24      | 0.71   |
|           |           |           | 27     |
| 2.34      | 74,179    | 4.81      | 2.76   |
|           |           |           | 106    |
| 3.16      | 100,210   | 6.62      | 3.82   |
|           |           |           | 146    |
| 0.34      | 10,790    | 0.34      | 0.13   |
|           |           |           | 5      |
| 10.80     | 341,020   | 21.21     | 12.20  |
|           |           |           | 467    |
| 0.02      | 854       | 0.27      | 0.16   |
|           |           |           | 6      |
| 0.21      | 6,846     | 0.45      | 0.26   |
|           |           |           | 9      |
| 0.31      | 9,710     | 0.48      | 0.28   |
|           |           |           | 10     |
| 0.12      | 3,863     | 0.19      | 0.11   |
|           |           |           | 44     |
| 5.52      | 179,644   | 11.87     | 6.83   |
|           |           |           | 261    |
| 2.20      | 69,735    | 4.61      | 2.65   |
|           |           |           | 103    |
| 1.20      | 37,905    | 2.22      | 1.28   |
|           |           |           | 48     |
| 0.16      | 5,061     | 0.43      | 0.25   |
|           |           |           | 9      |
| 0.51      | 10,718    | 0.53      | 0.30   |
|           |           |           | 11     |
| 0.11      | 3,410     | 0.08      | 0.04   |
|           |           |           | 1      |
| 0.58      | 18,348    | 1.29      | 0.74   |
|           |           |           | 20     |
| 2.11      | 66,685    | 5.20      | 2.99   |
|           |           |           | 114    |
| 0.26      | 8,236     | 0.82      | 0.47   |
|           |           |           | 11     |
| 0.43      | 13,456    | 0.95      | 0.54   |
|           |           |           | 2      |
| 13.64     | 434,673   | 29.39     | 16.90  |
|           |           |           | 64     |
| 7.11      | 224,879   | 12.43     | 7.14   |
|           |           |           | 27     |
| 0.33      | 10,293    | 0.55      | 0.32   |
|           |           |           | 1      |
| 4.45      | 140,868   | 8.17      | 4.20   |
|           |           |           | 18     |
| 11.89     | 376,030   | 21.15     | 12.16  |
|           |           |           | 46     |
| 5.90      | 186,803   | 11.97     | 6.82   |
|           |           |           | 20     |
| 2.17      | 68,874    | 1.62      | 0.93   |
|           |           |           | 3      |
| 44.50     | 1,407,859 | 55.34     | 49.07  |
|           |           |           | 1,8    |
| 11.31     | 337,736   | 14.66     | 8.44   |
|           |           |           | 3      |

|   |       | 1961            |       |       |           |
|---|-------|-----------------|-------|-------|-----------|
|   |       | 9,292,083       |       |       |           |
|   |       | 4,162,147       |       |       |           |
|   |       | Per Cent C.P.M. |       |       |           |
|   |       | 185,150         |       |       | 2,324,361 |
|   |       | 19,040          |       |       | 25,392    |
|   |       | 2,404,190       | 100%  | 56.45 | 2,345,762 |
|   |       |                 |       |       | 100%      |
| 1 | 4.31  | 185,215         | 8.64  | 4.88  | 203,173   |
|   | 0.71  |                 |       |       |           |
| 4 |       | 27,245          | 1.76  | 0.99  | 41,335    |
|   | 2.75  | 106,028         | 6.23  | 3.52  | 146,283   |
| 2 | 3.22  | 146,008         | 7.55  | 4.25  | 177,447   |
|   | 0.12  | 5,090           | 0.39  | 0.22  | 9,123     |
| 1 | 12.30 | 467,586         | 24.57 | 13.86 | 577,431   |
|   |       |                 |       |       | 25.0      |
| 7 | 0.14  | 6,067           | 0.37  | 0.21  | 8,794     |
| 5 | 0.26  | 9,988           | 0.54  | 0.19  | 7,241     |
|   |       |                 |       |       | 0.3       |
| 3 | 0.28  | 10,584          | 0.52  | 0.28  | 12,008    |
|   |       |                 |       |       | 0.5       |
| 9 | 0.11  | 44,177          | 0.22  | 0.12  | 5,099     |
|   |       |                 |       |       | 0.2       |
| 7 | 6.23  | 261,741         | 14.46 | 8.17  | 339,960   |
|   |       |                 |       |       | 15.8      |
| 1 | 2.05  | 101,533         | 5.34  | 1.89  | 78,456    |
|   |       |                 |       |       | 2.7       |
| 2 | 1.28  | 48,948          | 2.68  | 1.61  | 62,948    |
|   |       |                 |       |       | 2.8       |
| 3 | 0.28  | 9,606           | 0.53  | 0.22  | 8,947     |
|   |       |                 |       |       | 0.4       |
| 5 | 0.30  | 12,673          | 0.63  | 0.22  | 8,939     |
|   |       |                 |       |       | 0.4       |
| 9 | 0.04  | 1,723           | 0.09  | 0.04  | 1,700     |
|   |       |                 |       |       | 0.0       |
| 9 | 0.24  | 28,400          | 0.96  | 0.53  | 22,522    |
|   |       |                 |       |       | 0.9       |
| 9 | 2.39  | 114,580         | 5.88  | 3.32  | 133,203   |
|   |       |                 |       |       | 6.0       |
| 9 | 0.47  | 17,823          | 0.94  | 0.53  | 22,037    |
|   |       |                 |       |       | 0.9       |
| 5 | 0.54  | 21,072          | 0.67  | 0.38  | 15,705    |
|   |       |                 | 1.10  | 0.62  | 26,056    |
|   |       |                 |       |       | 0.6       |
|   |       |                 |       |       | 1.2       |
| 9 | 16.30 | 647,919         | 32.32 | 18.35 | 769,447   |
|   |       |                 |       |       | 33.8      |
|   |       |                 |       |       |           |
| 5 | 7.12  | 273,787         | 15.79 | 8.91  | 371,068   |
|   |       |                 |       |       | 18.2      |
| 5 | 0.52  | 12,233          | 0.59  | 0.34  | 14,041    |
|   |       |                 |       |       | 0.5       |
|   | 4.20  | 150,211         | 8.72  | 4.92  | 204,277   |
|   |       |                 |       |       | 8.2       |
| 1 | 12.16 | 466,231         | 25.10 | 14.17 | 590,086   |
|   |       |                 |       |       | 27.8      |
|   |       |                 |       |       |           |
|   | 6.82  | 263,756         | 10.82 | 6.11  | 254,372   |
|   |       |                 |       |       | 10.6      |
|   | 0.03  | 35,571          | 1.15  | 0.65  | 26,876    |
|   |       |                 |       |       | 0.8       |
|   |       |                 |       |       |           |
|   | 49.07 | 1,881,063       | 92.96 | 53.12 | 2,203,312 |
|   |       |                 |       |       | 97.1      |
|   | 8.44  | 323,127         | 6.04  | 2.33  | 141,450   |
|   |       |                 |       |       | 2.1       |

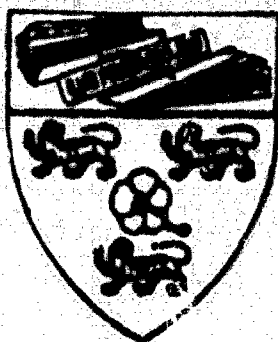
| 1961      |          |        |           |          |        |           |          |        |           |
|-----------|----------|--------|-----------|----------|--------|-----------|----------|--------|-----------|
| 9,292,082 |          |        |           |          |        |           |          |        |           |
| 4,162,147 |          |        |           |          |        |           |          |        |           |
| 1963      |          |        |           |          |        |           |          |        |           |
| 9,577,723 |          |        |           |          |        |           |          |        |           |
| 4,197,843 |          |        |           |          |        |           |          |        |           |
| 013,320   |          |        |           |          |        |           |          |        |           |
| 872,779   |          |        |           |          |        |           |          |        |           |
| Line      | Per Cent | C.P.M. | Amount    | Per Cent | C.P.M. | Amount    | Per Cent | C.P.M. | Amount    |
| 150       |          |        | 2,324,563 |          |        | 2,324,563 |          |        | 2,324,563 |
| 040       |          |        | 25,292    |          |        | 25,292    |          |        | 2,567     |
| 190       | 100%     | 56.45  | 2,349,742 | 100%     | 17.35  | 2,349,742 | 100%     | 57.93  | 2,557,517 |
| 215       | 8.64     | 4.88   | 203,178   | 3.69     | 5.00   | 203,178   | 8.70     | 5.04   | 49,052    |
| 245       | 1.76     | 0.99   | 41,331    | 1.69     | 0.97   | 40,511    | 1.91     | 1.11   | 10,582    |
| 028       | 6.23     | 5.52   | 145,988   | 5.54     | 2.55   | 141,244   | 4.82     | 2.62   | 28,489    |
| 008       | 7.55     | 4.26   | 177,447   | 7.39     | 4.21   | 178,520   | 7.78     | 6.92   | 43,872    |
| 090       | 0.39     | 0.22   | 9,183     | 0.38     | 0.23   | 9,316     | 0.32     | 0.18   | 1,741     |
| 586       | 24.57    | 13.86  | 577,431   | 23.99    | 13.81  | 579,723   | 22.42    | 15.40  | 130,936   |
| 067       | 0.37     | 0.21   | 8,794     | 0.28     | 0.16   | 6,736     | 0.30     | 0.18   | 1,711     |
| 988       | 0.34     | 0.19   | 7,941     | 0.30     | 0.17   | 7,290     | 0.26     | 0.14   | 1,450     |
| 584       | 0.52     | 0.28   | 12,008    | 0.52     | 0.30   | 12,667    | 0.50     | 0.29   | 2,634     |
| 177       | 0.22     | 0.12   | 5,099     | 0.30     | 0.17   | 7,353     | 0.22     | 0.12   | 1,207     |
| 741       | 14.46    | 8.17   | 339,960   | 15.64    | 9.00   | 378,020   | 16.37    | 9.83   | 95,640    |
| 535       | 3.34     | 1.89   | 78,468    | 2.84     | 1.63   | 68,438    | 2.49     | 1.45   | 14,060    |
| 948       | 2.68     | 1.61   | 62,948    | 2.88     | 1.66   | 69,695    | 3.02     | 1.75   | 17,064    |
| 606       | 0.38     | 0.22   | 8,947     | 0.38     | 0.22   | 9,066     | 0.39     | 0.23   | 2,218     |
| 675       | 0.38     | 0.22   | 8,999     | 0.48     | 0.27   | 11,126    | 0.52     | 0.30   | 2,908     |
| 723       | 0.08     | 0.04   | 1,760     | 0.08     | 0.04   | 1,860     | 0.06     | 0.03   | 327       |
| 400       | 0.96     | 0.53   | 22,572    | 0.93     | 0.54   | 22,565    | 1.62     | 0.59   | 5,741     |
| 580       | 5.88     | 3.32   | 138,303   | 6.08     | 3.47   | 146,807   | 6.18     | 3.50   | 34,831    |
| 825       | 0.94     | 0.53   | 22,007    | 0.89     | 0.51   | 21,572    | 0.84     | 0.49   | 4,762     |
| 072       | 0.67     | 0.35   | 15,705    | 0.65     | 0.37   | 15,670    | 0.62     | 0.35   | 3,512     |
|           | 1.10     | 0.62   | 26,056    | 1.66     | 0.98   | 40,207    | 2.03     | 1.18   | 11,444    |
| 919       | 32.32    | 18.35  | 759,447   | 33.39    | 19.49  | 819,077   | 35.42    | 20.52  | 199,649   |
| 787       | 15.79    | 8.91   | 571,068   | 18.20    | 10.54  | 442,073   | 18.30    | 10.60  | 102,150   |
| 233       | 0.59     | 0.34   | 14,041    | 0.52     | 0.33   | 13,886    | 0.56     | 0.32   | 3,166     |
| 211       | 8.72     | 4.92   | 204,977   | 8.97     | 5.03   | 216,685   | 6.59     | 5.03   | 48,971    |
| 231       | 25.10    | 14.17  | 599,086   | 27.83    | 16.03  | 672,644   | 27.55    | 15.95  | 155,287   |
| 756       | 10.82    | 6.11   | 254,372   | 10.60    | 6.10   | 256,167   | 9.26     | 5.36   | 52,158    |
| 571       | 1.15     | 0.65   | 26,976    | 0.88     | 0.52   | 21,432    | 0.75     | 0.44   | 4,185     |
| 063       | 93.96    | 53.12  | 2,208,312 | 97.19    | 55.95  | 2,349,043 | 96.21    | 56.73  | 542,215   |
| 127       | 6.04     | 3.32   | 141,466   | 2.18     | 1.38   | 67,612    | 3.79     | 2.20   | 21,522    |

(1)  
 A  
 (2)



Period 1  
1.1.63 - 28.1.63

| Last Period                |        | This Period | Est. For This Period |         | Last Year Same Period |         |        |
|----------------------------|--------|-------------|----------------------|---------|-----------------------|---------|--------|
| Passengers                 |        | 764,688     |                      |         | 626,624               |         |        |
| Bus Miles                  |        | 315,833     | 280,000              |         | 263,635               |         |        |
| Amount                     | C.P.M. | C.P.M.      | Amount               | Up      | Down                  | Amount  | G.P.M. |
| Gross Revenue:-            |        | 62.20       | 196,449              | 184,000 |                       | 148,764 | 56.43  |
| Sundry Income:-            |        | 0.18        | 580                  |         |                       | 774     | 0.29   |
| Total Revenue 100%         |        | 63.38       | 197,029              | 184,000 | 6                     | 149,538 | 56.72  |
| Operating Expenses         |        |             |                      |         |                       |         |        |
| a) Running Cost            |        | ..          | ..                   | ..      | ..                    | ..      | ..     |
| Diesoline                  |        | ..          | ..                   | ..      | ..                    | ..      | ..     |
| .....                      |        | ..          | ..                   | ..      | ..                    | ..      | ..     |
| .....                      |        | ..          | ..                   | ..      | ..                    | ..      | ..     |
| Total (a)                  |        | 13.35       | 42,174               | 45,250  | 3,076                 | 37,669  | 14.29  |
| b) Service Overheads       |        |             |                      |         |                       |         |        |
| .....                      |        |             |                      |         |                       |         |        |
| Total (b)                  |        | 19.08       | 60,256               | 64,275  | 4,019                 | 53,642  | 20.12  |
| c) Standing Charges        |        |             |                      |         |                       |         |        |
| Road Tax & Licence         |        |             |                      |         |                       |         |        |
| Insurance                  |        |             |                      |         |                       |         |        |
| Depreciation               |        |             |                      |         |                       |         |        |
| Total (c)                  |        | 16.20       | 51,102               | 51,750  | 648                   | 48,975  | 15.53  |
| d) Company Overheads       |        |             |                      |         |                       |         |        |
| Admin. & Estab.            |        | 6.24        | 19,732               | 21,000  |                       | 17,732  | 6.73   |
| e) Interest to RIDA        |        | 0.43        | 1,395                | 1,380   |                       | 1,773   | 0.67   |
| Total Expenses (a+b+c+d+e) |        | 54.73       | 174,659              | 183,725 | 9,066                 | 159,191 | 60.59  |
| 94.02%                     |        |             |                      |         |                       |         |        |
| Final Profit (Loss)        |        | 7.56        | 22,370               | 345     | 22,025                | (9,653) | (3.67) |



**TAMAT**



UNIVERSITY OF MALAYA LIBRARY . MICROFILM .

